

Pursue Coordinated Investments

Implementation Action Area #1: Take a Regional Approach to Federal and State Investment

Action	Lead Implementers	Specifics	Retain/Revise/Complete/Delete
Realign current programmatic and review responsibilities, both in transportation and non-transportation areas, to support <i>GO TO 2040</i>	CMAP	CMAP should, as far as possible, realign its current programmatic and review responsibilities to support GO TO 2040. These responsibilities now include staffing project selection committees and selecting criteria for the allocation of Unified Work Program (UWP), Congestion, Mitigation and Air Quality Improvement (CMAQ), and Transportation Alternatives Program (TAP) funds; oversight and monitoring of the Surface Transportation Program (STP); and an advisory role in reviewing water quality management plan amendments (the Facility Planning Area [FPA] process) and in reviewing Developments of Regional Importance (DRIs).	Revise

Implementation Examples:

- UWP funding has been allocated to the implementation activities in the Human Capital chapter—both in terms of staff and contracts. CMAP expanded its policy development staff, which among other tasks, completed two cluster drill-down reports.
- The North Shore Council of Mayors updated their programming [methodology](#) with regard to project selection for STP funds and took GO TO 2040 into account.
- The Congestion Mitigation and Air Quality Improvement program methodology was updated in 2010 and requested the program focus groups prioritize proposed projects based on how they implement GO TO 2040.
- CMAP has initiated efforts to revise its approach to reviewing applications for wastewater treatment plant and service area expansion to support GO TO 2040.
- Following the completion of the first round of Local Technical Assistance (LTA) program projects, the Chicago Community Trust aligned grant opportunities to support GO TO 2040 principles. This funding has given LTA communities the opportunity to implement activities outlined in plans created as part of the program. This funding has helped other communities throughout the region to launch activities that support GO TO 2040 recommendations.

Rationale for Retain/Revise/Complete/Delete Assessment:

- Include new Transportation Alternatives Program (TAP) among programs listed in the text. MAP-21 created TAP by consolidating the former Transportation Enhancements, Safe Routes to School, and Recreational Trails programs.
- Slight text edits to improve readability.

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Action	Lead Implementers	Specifics	Retain/Revise/Complete/Delete
Continue to lead regional efforts in implementing federal and state investments	CMAP	CMAP should seek a greater role in leading regional responses to some funding opportunities and, where appropriate, drive more efficient, effective, and collaborative programming decisions.	Retain

Implementation Examples:

- The Economic Development Committee has discussed several competitive funding opportunities and CMAP has supported regional responses. For example, several federal grants to support manufacturing—the Make it In America Challenge, Investing in Manufacturing Communities Partnership, and Manufacturing Innovation Institutes. The committee discussed these grants, who may be applying, and opportunities for coordination.
- CMAP has been awarded a \$450,000 grant from the National Foreclosure Settlement Award through the office of the Illinois Attorney General to create a toolkit for interjurisdictional housing planning. Created in partnership with the Metropolitan Mayors Caucus and Metropolitan Planning Council, the toolkit will allow municipalities to create their own *Homes for a Changing Region* plans. CMAP will also provide webinar training sessions for interested communities.

Rationale for Retain/Revise/Complete/Delete Assessment:

- This action remains a priority for CMAP and the region.

Action	Lead Implementers	Specifics	Retain/Revise/Complete/Delete
Identify linkages and opportunities for regional collaboration around federal and state funding sources; engage local governments on these issues	CMAP, nonprofits, philanthropic	CMAP in partnership with the Chicago Community Trust formed the RACC, composed of representatives from the region's civic organizations and the philanthropic community, to coordinate efforts to maximize the region's strategic advantage in acquiring and leveraging federal stimulus funds. The longer term goal of this group should be to identify and support opportunities for regional collaboration around future federal and state funding opportunities. This can demonstrate the power and effectiveness of regional collaboration. This group should increasingly seek the input of the region's local governments, which will further strengthen the supportive environment for regional decision making.	Delete

Implementation Examples:

- The members of the RACC no longer meet; however, CMAP regularly supports regional responses for competitive grants. For example, in 2011 CMAP provided a letter of support for the College of Lake County's application to the Department of Labor to support the Illinois Green Economy. The consortium of Community Colleges was successful in their application and awarded \$19.4 million to develop or enhance training to prepare people for green careers.
- The Congress for the New Urbanism partnered with CMAP and the Illinois Department of Transportation to organize two separate training sessions on February 7th and 8th, 2013, supported by the Chicago Community Trust, on the principles and practice of urban street design for transportation professionals and decision-makers from around the Chicago area.
- In an effort to further GO TO 2040 principles, the Center for Neighborhood Technology (CNT) has proposed that CMAP create Priority Development Areas (PDAs)—geographic designations that align investments in transportation, housing, and jobs across public agencies. CMAP is currently researching a framework and implementation strategy for PDAs as a regional policy. CMAP is also working with CNT to build relationships with the Illinois Department of Transportation, Illinois Housing Development Authority, and the Department of Commerce and Economic Opportunity to determine additional transportation, housing and economic development available to PDAs in the region.

Rationale for Retain/Revise/Complete/Delete Assessment:

- The RACC no longer meets now that ARRA funding has been programmed and largely spent out.

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Action	Lead Implementers	Specifics	Retain/Revise/Complete/Delete
Incentivize regional decision-making and empower regional institutions	Federal (U.S. DOT, U.S. EPA, HUD, EDA, DOE), state (IDOT, IHDA, DCEO)	Through challenge grants or similar mechanisms, incentivize regions to create partnerships across state and local governments, business and civic organizations, and other groups for strategic implementation or capital investment activities. Strategies could include: energy efficiency retrofit projects, brownfield remediation, mixed-use development, transit-oriented development, regional workforce initiatives, or congestion pricing initiatives.	Revise

Implementation Examples:

- Several federal agencies are shifting more of their resources towards competitive grants that require broad collaboration. For example, the U.S. Departments of Defense, Energy, Commerce, as well as NASA and the National Science Foundation have partnered to award \$200 million to three manufacturing innovation hubs. These hubs must include partners from multiple sectors and be regional.
- Some projects in the Local Technical Assistance program have created partnerships across local governments. One example is the 1-294/1-57 Interchange Land Use and Economic Development Plan, which includes the communities of Dixmoor, Harvey, Markham, Midlothian and Posen, and is focused on identifying key land use opportunities at interchanges and along major arterial corridors that will spur economic development both regionally and locally.
- The State of Illinois established the Millennium Reserve: Calumet Core initiative in 2011 as a partnership of public and private sector leaders seeking to identify and build on the Calumet region's assets. The initiative is focused on catalyzing on-the-ground projects, ranging in scale from neighborhood to regional significance, that enhance the environment, improve economic conditions in the Calumet, and serve community priorities.
- Utilizing a U.S. HUD Challenge Grant, Illinois Attorney General and private bank dollars, the South Suburban Land Bank and Development Authority was created in 2012, and completed staffing in 2013. The land bank will assist all southland communities as a development tool for municipalities with limited manpower and financial resources to legally hold, manage, and develop tax- or bank-foreclosed properties and put them back into productive use.
- In partnership with the City of Chicago, Mercy Housing, and U.S. HUD, the Chicago Community Loan Fund will complete ROUND 3 of Neighborhood Stabilization Program (NSP) funding in 2013. A total of \$4.1 million dollars in lending has rehabilitated 10

properties in four City of Chicago South and West Side Neighborhoods. Additionally, Chicago Community Loan Fund is expected to lend \$18 million throughout the Chicago region for 2013.

- In partnership with the US Departments of Treasury, Agriculture, and Health and Human Services, the Chicago Community Loan Fund will distribute \$3 million in federal funds to underserved, food desert communities as part of the Healthy Food financing Initiative. This initiative will fund retail development in the regions with few healthy food options.

Rationale for Retain/Revise/Complete/Delete Assessment:

- This action remains a priority for CMAP and the region.
- Slight text edits.

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Action	Lead Implementers	Specifics	Retain/Revise/Complete/Delete
Support a more robust investment in comprehensive planning	Federal (U.S. DOT, U.S. EPA, HUD, EDA, DOE), state (IDOT, IHDA, DCEO)	Currently, MPOs receive only transportation planning funds from the U.S. DOT. If comprehensive planning is truly a high priority of the federal government, it requires involvement from other agencies, like U.S. EPA and HUD, in providing MPOs and regional planning agencies additional funds to do comprehensive planning and implementation. The State of Illinois mandates regional comprehensive planning, but has not sufficiently appropriated funds toward this purpose.	Retain

Implementation Examples:

- In 2013 CMAP met with the regional EDA leaders to discuss how EDA could be supportive of the implementation of GO TO 2040. The EDA encouraged CMAP to seek funding to expand the Local Technical Assistance Program. CMAP submitted an application to work with economically distressed communities and build their capacity for economic development in ways that align with GO TO 2040. CMAP's application was successful and projects will begin in early 2014.
- The U.S. Department of Housing and Urban Development's Sustainable Communities Regional Planning Grant funded the first three years of CMAP's Local Technical Assistance program, allowing CMAP to directly assist communities with comprehensive planning at the local level.

Rationale for Retain/Revise/Complete/Delete Assessment:

- This action remains a priority for CMAP and the region.

Implementation Action Area #2: Reform State and Federal Policies and Programs

Action	Lead Implementers	Specifics	Retain/Revise/Complete/Delete
Harmonize state and federal grant and program requirements to support livable communities	Federal (U.S. DOT, U.S. EPA, HUD, EDA, DOE), state (IDOT, IHDA, DCEO)	As federal agencies have begun to coordinate policies, initiatives, and grant programs (specifically, U.S. DOT, U.S. EPA, and HUD) to remove barriers to creating more livable, sustainable communities, state agencies should similarly coordinate policies and programs. Achieving “livable communities” requires prioritizing comprehensive investments in capital improvement projects like brownfield remediation and providing for affordable housing near public transit.	Retain

Implementation Examples:

- In 2013, CMAP initiated an LTA project with Cook County to create a joint Consolidated Plan and Comprehensive Economic Development Strategy (CEDS). The Consolidated Plan is a requirement for HUD funding and the CEDS is a requirement for EDA funding. Creating a joint plan will help the county be more coordinated in its planning and better leverage federal funds. The openness of HUD and EDA for this approach signals important progress towards greater harmonization between grant program requirements.
- “Homes for a Changing Region” is a project of the Metropolitan Mayor’s Caucus in partnership with CMAP with support from the Metropolitan Planning Council. Homes for a Changing Region enables municipal leaders to chart future demand and supply trends for housing in their communities and develop long-term housing policy plans, with the aim of creating a balanced mix of housing, serving current and future populations, and enhancing livability.

Rationale for Retain/Revise/Complete/Delete Assessment:

- This action remains a priority for CMAP and the region.
- Slight text edits.

Action	Lead Implementers	Specifics	Retain/Revise/Complete/Delete
Modify certain apportionment formulas, project selection criteria, and grant requirements that may cause unintended outcomes	Federal (U.S. DOT, U.S. EPA, HUD, EDA, DOE), state (IDOT, IHDA, DCEO)	GO TO 2040 includes a number of recommendations that call for revisions to funding formulas and/or project selection criteria. Some examples include the end of the “55/45” split for state transportation dollars and the need for criteria for green infrastructure connectivity in open space grant programs. These examples and others mentioned in the plan need to be addressed by state and federal agencies to achieve more optimal and transparent policy outcomes.	Retain

Implementation Examples:

- MAP-21, the current federal transportation authorization, [modified](#) the project eligibility for the New Starts program to include “core capacity” projects that increase capacity on existing facilities by at least 10 percent. MAP-21 did not address the “level playing field” in engineering requirements for highway and transit projects.
- CMAP launched its "[Performance-Based Funding](#)" microsite in 2013. The microsite includes educational material on the 55/45 split, and offers an alternative way to allocation transportation funds in Illinois. The microsite is the culmination of other staff research efforts into this topic, as outlined in the report, "[Performance-Based Funding for Transportation: A Compendium](#)".
- Several land management agencies and funders have used the Chicago Wilderness Green Infrastructure Vision (GIV) as a means of identifying candidate areas for conservation or as a criterion to prioritize among candidates. CMAP is working with Chicago Wilderness to develop guidance on how to incorporate the GIV into conservation investments more broadly.

Rationale for Retain/Revise/Complete/Delete Assessment:

- This action remains a priority for CMAP and the region.
- Slight text edits.

Action	Lead Implementers	Specifics	Retain/Revise/Complete/Delete
Focus metropolitan policy analysis and outreach on improving and empowering existing regional institutions	Nonprofits, philanthropic	A number of research organizations provide decision makers with public policy ideas, and have made the case for regional investments and the importance of comprehensive planning. The importance of empowering existing regional institutions, especially MPOs, should be further prioritized in these discussions. Research organizations should focus more energy analyzing and advocating for improving and empowering these institutions through federal legislation.	Revise

Implementation Examples:

- The Illinois Public Health Institute (IPHI) and the Adler School of Professional Psychology Institute on Social Exclusion are leading forums/community conversations throughout the region focusing on community development and health. This effort was birthed out of the Healthy Communities Summit hosted by the Federal Reserve Bank of Chicago in May 2013, where the overlapping roles and interests of community development and health-focused organizations in the region were highlighted. As a result of the forums/community conversations, IPHI and Adler will provide regional and local organizations with actionable strategies for improving the health of the region.
- DePaul University Institute for Housing Studies' *The State of Rental Housing in Cook County* discerns changing patterns of renter and owner occupancy in Cook County from 2000 to 2011. Examining shifts in rental demand in Cook County, the changing nature of the supply of rental housing and how these dynamics are impacting access to affordable rental housing for the lowest-income households, the report creates a platform to address changing regional housing policy.
- The "How Housing Matters Survey," commissioned by the MacArthur Foundation, found that post-housing crisis attitudes toward homeownership have "led to greater support for rental housing and a more balanced approach in national housing policy." The research initiative seeks to explore whether, and if so how, having a decent, stable, affordable home leads to strong families and vibrant communities.
- The Metropolitan Planning Caucus published *Managing Single-Family Rental Homes: The Next Challenge in the Foreclosure Crisis* in June 2013 to address municipal and investor issues with managing single-family rental properties throughout the region. The paper takes a first step in providing answers to issues in this new subset of the housing market.

Rationale for Retain/Revise/Complete/Delete Assessment:

- This action remains a priority for CMAP and the region.
- Text edits to broaden emphasis on research institutions.

Implementation Action Area #3: Support Efforts to Consolidate Local Services

Action	Lead Implementers	Specifics	Retain/Revise/Complete/Delete
Analyze the fiscal, efficiency, and other consequences of sharing or consolidating local services	MMC, COGs, municipalities	MMC recently completed a report specifically addressing these types of issues in relation to fire and police services. The Caucus should continue these efforts and make specific recommendations.	Retain

Implementation Examples:

- The Metropolitan Mayors Caucus Service Delivery Task Force conducted case studies in 15 communities to identify opportunities for shared or consolidated service delivery. The group identified a number of strategies for implementing shared services or consolidations. In addition, impediments to sharing or consolidating services were considered, including legal issues, compensation and benefit coordination, and limitations in labor agreements.
- The Villages of Hinsdale and Clarendon Hills explored and analyzed the potential for merging police services. However, the merger did not occur, in part because Clarendon Hills had opted into the Social Security system, and Hinsdale employees are not members of the Social Security system.
- DuPage County conducted a study in 2012 “DuPage County Assessment of Boards and Commissions” that assessed 24 agencies whose governing body Board Members are appointed by the County Board Chairman to determine opportunities to improve operational efficiency and streamline organizational structures.
- DuPage Mayors and Managers Conference has explored sharing fire services through its Fire Service Stakeholders Group.

Rationale for Retain/Revise/Complete/Delete Assessment:

- This action remains a priority for CMAP and the region.

Action	Lead Implementers	Specifics	Retain/Revise/Complete/Delete
Analyze the effects of consolidating local governments	Counties, COGs, municipalities	It is important to analyze the costs and benefits of consolidation, and this effort should be undertaken by COGs or counties, who are well-placed to coordinate local efforts. CMAP should support and participate in such efforts as needed.	Revise

Implementation Examples:

- Public Act 98-0127 provides a process by which a single township that is within a coterminous or substantially coterminous municipality can dissolve, although size limitations in the statute mean that the law only applies to Evanston Township. Under the new law, all responsibilities and taxing authority of the township would be transferred to the municipality after the process is complete.
- Public Act 98-0126 establishes a pilot program, the first of its kind in the State, whereby DuPage County can dissolve select small units of local government and consolidate their services in a transparent, open process.
- In August 2012, the Otter Creek Water Reclamation District dissolved itself. The district boundaries were within the boundaries of the Village of South Elgin, which took over its operations.

Rationale for Retain/Revise/Complete/Delete Assessment:

- This action remains a priority for CMAP and the region.
- Removed emphasis on townships.